

MONTGOMERY COLLEGE
Office of Human Resources, Development, and Engagement

August 7, 2012

MEMORANDUM

To: College Community

From: Sarah Miller Espinosa, Vice President of Human Resources, Development, and Engagement

Subject: Classification Renewal Process - Classification Steering Committee Recommendations Adopted by Dr. Pollard

This memorandum is intended to provide further guidance concerning the recommendations of the Classification Steering Committee (CSC), which were adopted by President DeRionne P. Pollard and communicated in her August 6, 2012 memorandum.

The CSC made the following recommendations pertaining to the Classification Renewal Process:

- a compensation structure for staff and administrators to Dr. Pollard;
- an ongoing evaluation and assessment process for the classification system, including a process to consider individual reclassification requests;
- a procedure for placement of new hires within the chosen compensation system, which ensures internal equity with existing employees;
- title changes for staff and administrators with the goal of providing organizational clarity;
- updates to College Policy and Procedure 35001/35001CP, Compensation Programs, and/or related policies.

The CSC recommendations can be viewed online at <https://cms.montgomerycollege.edu/classificationstudy/>. In addition, Frequently Asked Questions (FAQ) on the implementation of these recommendations is accessible from the Classification & Compensation web page of the HRDE website or via the following link: http://cms.montgomerycollege.edu/hrde/classification_compensation/. Since I know that this memo may not answer all your questions about classification and compensation, the Office of Human Resources, Development, and Engagement will hold a series of information sessions, starting in mid-to-late September. The dates for these sessions will be publicized later in August. In the interim, if you have questions or concerns, please contact Sherri Bokor at sherri.bokor@montgomerycollege.edu or Lynda von Barga at Lynda.vonbarga@montgomerycollege.edu or by telephone at 7-5358 or 7-5362.

Compensation Structure

The current salary range and increment (formerly known as “merit”) structure for staff and administrators will be retained, with a few key enhancements. As previously shared, the timing of all staff and administrator performance evaluations will be standardized as follows: all administrators – May/June, supervisors – June, and all other staff – June/July. As previously shared, all administrators and staff will receive an overall performance rating of “Far Exceeds

Expectations,” “Exceeds Expectations,” “Meets Expectations,” “Needs Some Improvement,” or “Does Not Meet Expectations.”

Staff

Absent fiscal or other constraints and subject to collective bargaining where applicable, beginning in fiscal year 2014, all staff who receive an overall rating of “Meets Expectations” and who are not at the maximum of the salary grade, will receive an increment. The percentage and date of increase has not been determined at this time. If a staff member receives an overall rating of “Needs Some Improvement” or “Does Not Meet Expectations,” he or she will not receive an increment.

Also absent fiscal or other constraints and subject to collective bargaining where applicable, beginning in fiscal year 2014, all staff who receive an overall performance rating of “Exceeds Expectations” or “Far Exceeds Expectations” will receive a lump sum bonus, which will not be added to base salary, in recognition of such performance. The total amount of funds available for these bonuses each fiscal year will be recommended by the president and determined by the Board of Trustees. Actual bonus amounts will depend on the number of staff eligible to receive bonuses, as the total amount of funds available will be divided proportionally by the number of eligible staff. The maximum amount of a bonus for “Exceeding Expectations” is \$1,000 and the maximum amount of a bonus for “Far Exceeding Expectations” is \$2,000.

Living Wage

Effective July 2012, Montgomery College will voluntarily follow the living wage provision in the Montgomery County Code for all regular status staff. The living wage is calculated each year. This year, the living wage is \$13.65 per hour. All staff salaries falling below that level have been increased to \$13.65.

Administrators

Absent fiscal constraints and subject to approval by the Board of Trustees, a pay-for-performance structure will be maintained for administrators who are not at the maximum of the salary grade: for those whose overall performance rating is “Meets Expectations,” an increase equivalent to the increment awarded to staff will be given; for those whose performance rating is “Exceeds Expectations,” an increase equivalent to the increment awarded to staff, plus one percent, will be given; and for those whose performance rating is “Far Exceeds Expectations,” an increase equivalent to the increment awarded staff, plus two percent, will be given. Additionally, when the Board of Trustees authorizes general wage increases for all staff and administrators, only those administrators who receive an overall performance rating of “Meets Expectations” shall receive the increase.

Maintenance of Classification System

To ensure the classification system remains relevant and equitable, a five-year maintenance cycle will be established, as well as annual opportunities for staff and administrators to request a classification review. HRDE may also authorize out-of-cycle classification reviews as explained below. To assist in this maintenance, staff and administrators and their supervisors are responsible for ensuring that position descriptions remain current and must, at minimum, review and update position descriptions at the end of the annual evaluation process. To update a position

description, use the College's new JobWizard application. Access the JobWizard through MyMC in the Employees Tab, and then the Position Descriptions channel. You can also launch The JobWizard directly from this link: <http://www.montgomerycollege.edu/JobWizard>.

Five-Year Cycle

Beginning in fiscal year 2014, the following maintenance review cycle will be employed for all job classes assigned to specific salary grades:

<u>Grades</u>	<u>Fiscal Year</u>	<u>Approximate Number of Job Classes/Employees</u>
A–F	Fiscal Year 2014	36 job classes/353 employees
G–H	Fiscal Year 2015	60 job classes/305 employees
I–J	Fiscal Year 2016	90 job classes/223 employees
K–L	Fiscal Year 2017	101 job classes/251 employees
M–S	Fiscal Year 2018	68 job classes/103 employees

Subject to budgetary constraints, where classes are reallocated to a higher grade as a result of maintenance review, employees in those class specifications will receive a compensation increase equivalent to an increment. Where job classes are reallocated to a lower grade as a result of maintenance review, employees in those class specifications will be “grandfathered” at the higher salary grade for as long as they remain in that position.

Individual Reviews

As mentioned earlier, all position descriptions will be reviewed and updated as appropriate on an annual basis by employees and supervisors as part of the evaluation process in establishing performance expectations for the upcoming review year. Beginning in September 2013, from September 1 through September 30, a supervisor and/or employee may submit a request for reclassification to the Office of Human Resources, Development, and Engagement. The JobWizard will include this option when a supervisor approves or modifies a job description. The request must explain how a position description has significantly changed and requesting an evaluation for possible reclassification. Such requests shall be evaluated, with results communicated prior to the end of the calendar year, if possible. Employees who are assigned to a job class with a higher grade will receive a compensation increase equivalent to a promotion.

Other Classification Events

Additionally, the vice president of Human Resources, Development, and Engagement may authorize classification review of class specs or individuals under the following circumstances: major and significant change in the work of a job class or individual position as a result of reorganization, technological or regulatory changes, or other unforeseen factors that have significant impact on work; prior to recruitment for vacant positions; and in the event of difficulty in recruiting applicants to the job class at the normal entry salary or where there has been excessive turnover in the job class.

Equity Reviews for Staff and Administrators

Equity reviews will be conducted on the same five-year cycle as established for classification maintenance review. An inequity will be deemed to exist among employees in the same class

specification where an employee is earning a salary lower than an employee with less cumulative experience, education, and certifications and where the inequity is not a result of appropriately applying compensation procedures (for instance, where an employee is earning a lower salary as a result of an overall performance rating of does not meet expectations, thus, missing an increment). Where an inequity is found to exist, the employee's salary will be increased to the level of the employee with whom the inequity exists. Any increases resulting from such reviews will be prospective at the beginning of the pay period following the determination.

Beginning in January 2013, from January 2 through January 31, a staff member or administrator who believes an inequity, as described in the paragraph above, may exist amongst employees in the same job class, may submit a request to HRDE for an equity review for the class specification. If an inequity is found to exist, any increase will be retroactive to the date of the request.

Degree Attainment – Salary Enhancement for Staff & Administrators

Subject to fiscal constraints, on or after July 1, 2013, where individual employees earn progressively higher degrees, including an associate's, bachelor's, and master's degree, or a professional or terminal degree, from a regionally accredited institution, the employee will inform HRDE of such accomplishment and request a degree advancement salary enhancement. Such salary enhancement will be equal to one increment and available to those employees who are not yet at the maximum of their salary grade. Any increases will be prospective and only two such salary enhancements may be granted during the course of an employee's career.

Salary Placement for Staff New Hires

Effective September 1, 2012, new staff hires meeting the minimum requirements of the position, in regard to years of relevant experience, education, and certifications, will be placed at the minimum of the applicable salary grade. However, in no case will a new employee be offered a starting salary that is below the Montgomery County living wage. New staff hires exceeding the minimum requirements of the position, in regard to those factors outlined above, will be placed above the minimum up to mid-point of the applicable salary grade according to the following formula: determine the difference between the minimum and midpoint and divide by ten. For each full year of experience or equivalent, increase the starting salary by the percentage previously determined. Regardless of experience, no staff new hire will be offered a salary above the midpoint unless compelling evidence is presented that such placement is in the best interest of Montgomery College and such placement is approved in writing by the senior vice president for administrative and fiscal services or designee.

In the event a new employee receives a salary placement above the minimum of the grade, the Office of Human Resources, Development, and Engagement shall compare the employee's years of experience and education to incumbent employees in the same job class to ensure that a new employee's salary does not exceed an existing similarly situated employee's salary. In such cases where an inequity may result, the vice president of human resources, development, and engagement will authorize an equity adjustment for similarly situated employee(s) by increasing the salary of the incumbent to \$500 more than the salary of the new hire. Any increases resulting from such reviews will be prospective and effective the date the new hire begins.

Job Class Titles and Working Titles

Montgomery College's job titles are often referred to as the "job classification title." Accurate titles are essential to the College's classification system as well as "benchmarking" jobs. Benchmarking refers to the compensation practice of matching our jobs to an external job that has similar job content.

Throughout the classification renewal process, efforts were made to increase organizational clarity by following certain naming conventions when determining job class titles. The compensable factors and resulting grades were utilized in these efforts. For example, those held accountable for establishing and meeting the objectives and goals of a work unit or program and who supervise staff, with job classes graded J, K, L, or M, have "manager" in their title. Those supervising staff in grades H and I have "supervisor" in their title. Those employees responsible for managing a program but not charged with supervising staff typically have "coordinator" in their title. Administrative directors are now also assigned to one of three job classes, director I (grade N), director II (grade O), or director III (grade P).

Working Titles

In order to more clearly communicate the role of the staff member or administrator to students, the community, and peers or when the classification title does not sufficiently describe the functional responsibilities of the position, it may be appropriate to establish a working title for a particular position. Supervisors are empowered to approve working titles that reasonably describe the responsibilities of the position in accordance with the guidelines below.

General guidelines for creating and using working titles:

- Employees may utilize working titles with the approval of their supervisor/manager and such title must appear in the working title section of the position description.
- Working titles for eligible positions will be accurately reflected on the current the position description, and may be used on business cards and any other documentation where the use of a working title may be appropriate.
- Working titles are intended to specifically and accurately reflect either the work or the mission of the department/job class to which the position is assigned. Working titles should not misrepresent the authority or function of the position.
- Working titles are assigned to individual positions and not to an entire job class.
- Working titles may include the location of the position.
- For purposes of recruitment, HRDE may list the working title as well as the job class title on job postings/announcements.
- HRDE will use working titles as well as the job class specification title when verifying employment or other work related references.
- The job class title on the class spec is the "official title" of any position and will be used on the Staffing Plan and reflected on employee timesheets.

To update and obtain supervisor approval for a working title not currently included on a position description, use the College's new JobWizard application. Access the JobWizard through MyMC, click on the Employees Tab, and then go to the Position Descriptions channel. You can also launch the JobWizard directly from this link:

<http://www.montgomerycollege.edu/JobWizard>

Transparency

Throughout the classification renewal and in other HRDE administered processes, we will continue to be as transparent as possible. When the CSC began its work in January 2012, the grades associated with each class specification were not available to the College community. Now, seven months later, you may visit the HRDE Job Class Specifications 2012 web page at <https://cms.montgomerycollege.edu/HRDE/JobClassSpecs> and review all the staff and administrator class specifications, view class specifications by grade, and review the changes made, if any, to title and grade during the renewal process. In addition, you may view any and all position descriptions by visiting the College's new JobWizard application. Access the JobWizard through MyMC, click on the Employees Tab, and then go to the Position Descriptions channel. You can also launch the JobWizard directly from this link: <http://www.montgomerycollege.edu/JobWizard>

The transparency about the work that each of us does for Montgomery College is intended to help all of us better understand the organization and our respective roles, and also to help us begin to think about appropriate professional development as we plan our careers. The work of the CSC, including the recommendations adopted by Dr. Pollard, has laid the foundation. HRDE will work with the College community to take the next steps to enhance professional and career development plans and engage in succession planning. As always, your continued engagement and thoughts are essential to success.

Thank you.

SME